



Safety Gram

Protecting Resources Through Better Risk Management

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Memorial Day Message

ISSUE 40, SUMMER 2016

As Memorial Day approaches, remember those who fought to keep us safe and the ultimate sacrifices they made for our great nation. Check out the latest message from the Commandant on our website and stay connected through our [Facebook page](#), for posts on news and events to encourage you to *never forget*.

The 34th EFPB Results

With a collection of prominent USMC leadership including the Assistant Commandant of the Marine Corps (ACMC), the 34th Executive Force Preservation Board (EFPB) took place at the Pentagon on 28 April 2016. For forthcoming news and decisions from the 34th EFPB, please visit the [MARADMIN](#) on our website. The next EFPB meeting is tentatively scheduled for September 2016 in the National Capital Region. Stay tuned for more details.

CMC(SD) Introduces New Policy Branch!

We're pleased to announce a new branch within the Safety Division. The Safety Division Policy Branch (SDP) will serve as a central resource for strategic planning and analysis, as well as to support for the other three Safety Division branches: Safety and Occupational Health (SOH), Aviation, and Ground. The Branch Head will be LtCol Adam Pastor.

USMC Ground Safety Award Winners!

An important part of the Marine Corps program is to recognize commands and individuals for their significant contributions and accomplishments in the field of safety, mishap prevention, and force preservation during the fiscal year. For more information, please check out MCO 5100.32A on our website.

The Warrior Preservation Award 2015 Recipient:

- ◆ Marine Corps Logistics Base Barstow

The Marine Corps Achievement Award 2015 Recipients:

- ◆ Group II Award: Marine Corps Air Station Camp Pendleton
- ◆ Group III Award: 2nd Maintenance Battalion
- ◆ Group IV Award: Marine Corps Engineer School

The Marine Corps Superior Achievement Award 2015 Recipients:

- ◆ Officer Award: Captain Manuel R. Franquez II

- ◆ Enlisted Award: GySgt Roberta K. Nix
- ◆ Civilian Award: Mr. Donald Arbini

The GEICO Military Service Awards Program 2015 Recipient:

- ◆ GySgt Kwan S. Cochrane

The General James L. Jones Safety Awards 2015 Recipients:

- ◆ Unit Safety Award: Marine Aerial Refueler Transport Squadron 152, [VMGR 152 - "SUMOS"]
- ◆ Individual Safety Award: Mr. Raymond Aguilar, Safety Manager, MCLB Barstow

The following award recipients have not yet been announced:

- ◆ Secretary of the Navy Safety Excellence Awards
- ◆ National Safety Council Instructor of the Year
- ◆ National Safety Council Rising Star of Safety



Farewell to Deputy Director Rich Coyle!

Improving Our Risk Management

As many of you know, I will depart the pattern at the end of this month, ending my thirty-six year career with the Department of the Navy, including the last twenty-one years with the U.S. Marine Corps. As I depart, I have one message for all Marine Corps safety managers and it centers on risk management.

Our safety management system is focused on core safety services (CSS). Safety professionals at the installations provide the CSS and those in the operational forces get their Marines to them. It is those services on which we can do better.

As we review MCO 5100.29B, our first-stated obligation, core safety service number one, is to support military operations and training. During my time at the Commandant's Safety Division, I have observed that, almost without exception, safety offices "re-imagine" the order of the CSS and move CSS #1 to #10.

There are many reasons provided when safety managers are asked the question, "Why?" "We don't have enough staff" is the most prevalent response, and then we invariably harken back to 2010 when the Marine Requirements Oversight Council (MROC) denied the safety community additional staff to support the CSS. But, the MROC didn't take away our ability to manage risk.

I served as the Deputy Director for safety at Marine Corps Base, Quantico before I accepted this opportunity at HQMC. There, the Director focused on providing the CSS, in order, and made supporting Marine operations and training his number one priority. You see, we also didn't have enough staff to cover everything in the way we would have liked, so we conducted a risk assessment. As a result, tenant commands, those with Marine units training or deploying, received first priority for the CSS, ahead of the installation staff.

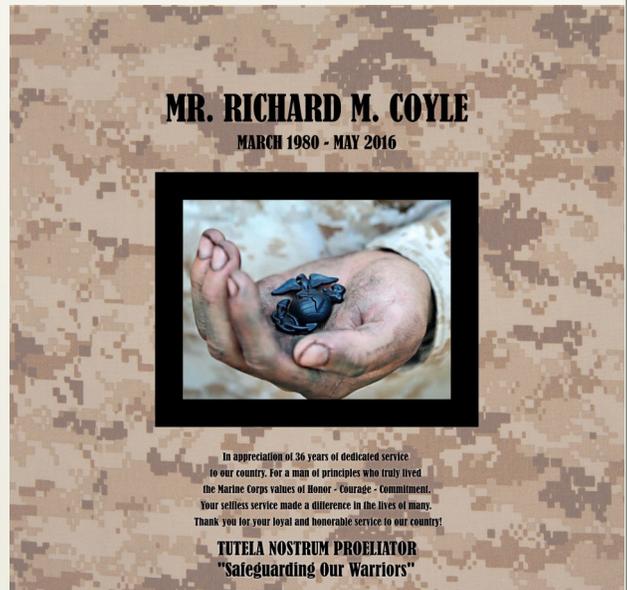
Too often, we don't perform this very simple exercise: risk assessment. We're the advocates for risk management, yet we selfishly place "our command's" needs first, even if that is not where the greatest needs lie. As I head off to where all the gray-haired people go, I ask you, my friends and coworkers, to take a step back and consider, "Where is the greater risk?"

Given a choice between training Marines in the operational forces on hazardous materials storage or inspecting the bowling alley, why do we always lean toward the installation's needs? Do you really need to inspect the facilities maintenance shops that are loaded with stable, civilian professional staffs two or three times a year? Do you really need to provide safety training to the workers at the Marine Corps Exchange and contracting offices before you can get around to the maintenance battalions? Where are the more serious mishaps occurring?

As a community, we are a superior group of safety professionals and we provide superior service to the Marine Corps. But, we can take the next step toward outstanding by identifying and assessing risk in our workplaces and then, placing our resources where they will have the greatest impact. Get your safety pros out of the installation offices and move them closer to the Marines that need the support. There is great value in moving your safety teams into the regiments and groups, where those young malleable minds will learn so much more. This one action would ensure that the mentoring young Marines get from us carries over to their off duty lives. As they become smarter at work, they'll take it home with them.

It won't happen overnight, but improving our own risk management can have a very positive effect on the Marines that need our "know how."

I wish you all the best as you continue your careers and I truly hope you all get to the sweet spot at which I've arrived. Take care...of yourselves and your Marines. ~Rich Coyle



After Dark: The Most Dangerous Time to Drive

Lack of light, compromised night vision, rush hour, impaired drivers and fatigue all contribute to making driving at night more dangerous than during any other time of day. In fact, traffic deaths are three times greater at night, according to National Safety Council research.

Impaired Drivers

More than 30 people die every day in crashes that involve a driver impaired by alcohol, according to the Centers for Disease Control and Prevention. Add to that drivers impaired by prescription medicines and other drugs, and that number goes up significantly.

The fact is, impaired drivers are most frequently on the road after dark – particularly between the hours of midnight and 3 a.m. on weekends.

And here's a statistic for you: While drunk driving has declined by about one-third since 2007, the number of drivers under the influence of drugs has increased. Between 2013 and 2014, 22 percent of drivers tested positive for a drug that would cause impairment, according to a roadside survey conducted by the National Highway Traffic Safety Administration.

Here's a tip:

- Just don't drive if you feel impaired!



Fatigue

A National Sleep Foundation poll says 60% of adults have driven while they were tired, and another 37%, or 103 million people, have fallen asleep at the wheel.

It gets worse. Of those, 13% say they fall asleep while driving at least once a month, and 4% say they have caused a crash by falling asleep while driving. The reasons are many – shift work, lack of quality sleep, long work hours, sleep disorders – and it doesn't only happen on lengthy trips.

These staggering numbers are backed up by a report by NHTSA that 100,000 police-reported crashes are a result of driver fatigue. Most crashes or near-misses happen at the times you would expect drivers to be tired: 4 to 6 a.m., midnight to 2 a.m. and 2 to 4 p.m., according to NSF.



What can you do? The Transport Accident Commission offers this advice:

- Get a good night's sleep
- Take regular breaks every two hours
- Share the drive
- Pull over and take a nap if you're drowsy
- Be alert for other drowsy drivers on the road



Stay Alert, Stay Alive

While we do only one quarter of our driving at night, 50 percent of traffic deaths happen at night. It doesn't matter whether the road is familiar or not, driving at night is always more dangerous.

About 35,500 people were killed in car crashes in 2013, according to Injury Facts 2015. By taking some extra precautions, we can all contribute to reducing these numbers.



Who Do You Call?

Understanding the Safety and Occupational Health Team

You work in an older federal building on an installation. This morning, you notice a ceiling tile has fallen to the floor. You also notice there are white fibers on your desk from the fallen ceiling tile. Who do you call?

Knowing the building is an older federal building, there is a possibility the ceiling tiles contain asbestos. Do not brush/touch the fibers. Asbestos fibers do not exit your body and may become cancerous over time. Contact your installation safety office.

The Marine Corps requires all commands to appoint (in writing) a uniformed Safety Officer or Civilian Safety Manager with direct access to the commander. Both the Safety Officer and Safety Manager are identified as special staff to the commander. They are the commander's first asset in all safety matters. With these individuals in place, the commands experience fewer mishaps and work-related illnesses.

The Safety Officer is a Ground Safety Officer (O-3 or above), or the assistant Staff NCO (with an 8012 MOS). This is a specific collateral duty position requiring a minimum one-year assignment in the Safety Officer position. As a Marine Corps requirement, the Safety Officer must attend a 10-day *Ground Safety for Marines* course within 90-days of appointment. With this training, the Safety Officer has the ability to manage the safety program by identifying and preventing potential mishaps and/or work-related illnesses in the workplace. At times, the Safety Officer may contact a civilian Safety Manager for advice and guidance on safety matters.

The civilian Safety Specialists are GS-0018 job series Safety and Occupational Health Specialists.

They are supervisory in nature, and technical experts for safety programs; the Safety Specialists are usually located at the MARFOR Headquarters, Installations, MEF HQ,

and MSC (Division, Wings and Groups). They are tasked to provide the comprehensive implementation and efficiency of the Core Safety Services at their assigned level. They help identify hazards and appropriate controls. The Safety Specialist also provides technical oversight of their safety and occupational health programs, as well as providing special consultation to commanders. A multitude of these Safety Specialists have attended professional safety courses and many pursue a college degree in safety and health. These safety offices manage or oversee an average of 20 safety programs: Radiation Safety, Laser Safety, Mishap Reporting & Investigation, Lead Safety, Asbestos Safety, Fall Protection, Hazard Communication (HAZCOM), Traffic Safety, Lock Out/Tag Out, Ergonomics, Fire Prevention Safety, Blood Borne Pathogens, Explosive Safety, Confined Space, Personal Protective Equipment (PPE), Recreation and Off-Duty Safety (RODS), Electrical Safety, Risk Management, Supervisor Safety, Material Handling Equipment (MHE), Emergency Action Plan (EAP), Safety Inspections, Machine Guarding, Hearing Conservation, etc.

The primary role of the Safety Officer/Manager and the Safety Specialist is to identify, prevent and investigate mishaps and work-related injuries/illnesses in the work place. They provide safety advice to the commanders as well as safety training to supervisors and employees, and conduct safety inspections. These individuals are here to help, but everyone plays a part in maintaining a safe and healthy work environment. When everyone is involved in safety, employees will feel protected and confident. The safety of all personnel is their priority. If you have questions or concerns pertaining to safety, talk to your Safety Officer or Safety Manager. The safety concern or question you address may prevent a mishap or save a life.



Operational Impacts of Class Bs and Cs

Is there such a thing as a minor mishap? Let's examine the true readiness costs of Class B and C aviation mishaps.

"The purpose of the Naval Aviation SMS is to enhance operational readiness by preserving lives, preventing injury, and protecting equipment and material. Safety practices leverage combat readiness."

~ OPNAVINST 3750.6S, Naval Aviation Safety Management System

Naval Aviation Safety professionals have long focused on maintaining combat readiness for commanders by preventing mishaps or reducing the severity of mishaps. Our community has demonstrated significant success, reducing Class A flight mishaps significantly. For example, between 2002 and 2004 the Marine Corps experienced 44 Class A Flight Mishaps (an average of 14.67 mishaps per year, rate of 4.38 per 100,000 flight hours); between 2013 and 2015 the Marine Corps experienced only 22 mishaps (an average of 7.33 mishaps per year, rate of 2.91 per 100,000 flight hours). This represents a 50% reduction in the number of Class A Flight Mishaps and a reduction of 34% in the mishap rate.

Despite this significant improvement, as professional aviators we must commit ourselves to reducing mishaps even further. This is a necessity, as our mission as a Marine Corps is to remain combat ready at all times. Class A mishaps, and the resultant Class A mishap rate, receive the most attention; this is natural and appropriate, given that Class A mishaps involve the loss of life, permanent total disability, the loss of an aircraft, and/or greater than \$2 million in damage. In a real sense a Class A mishap represents a life or an airplane that cannot be replaced. This emphasis on Class A mishaps comes at the expense of studying and understanding Class B and C mishaps, however.

Table 1: Impacts of Class B Mishaps (as of 16 May 2016)

FY	# Mishaps	DOD Cost*	Av. Days No Fly	Most Days No Fly	Total Days No Fly	Years No Fly
2015	10	\$12,363,986	181	566	1806	4.95
2016	2	\$515,448	89	114	178	0.49

*FY16 one mishap is TBD for cost

A Class B mishap involves a permanent partial disability or damage between \$500,000 and \$2 million. Class C mishaps are less severe, involving damages between \$50,000 and \$500,000, or injuries resulting in lost work days.

It is impossible to characterize the human cost of a mishap. The emotional impact on families and friends is traumatic and life-changing, as most of us in aviation know all too well. We can characterize the readiness impacts of a mishap, however. The knowledge, skill, and experience of the crew, represented by their qualifications and designations, can be quantified. The loss of these years of experience and training due to a mishap will reduce the readiness of the squadron.

Other impacts to readiness continue for months, as the

Table 2: Impacts of Class C Mishaps (as of 16 May 2016)

FY	# Mishaps	DOD Cost*	Av. Days No Fly	Most Days No Fly	Total Days No Fly	Years No Fly
2015	55	\$7,080,332	55	460	2568	7.04
2016	32	\$1,837,384	42	175	1366	3.74

squadron must support the Aviation Mishap Board's investigation, a Command Investigation, possible Field Flight Performance Boards for involved crew members, and training replacement aircrew. These efforts rob months of precious training time from the schedule.

What about the material impacts of a mishap? A destroyed aircraft is lost to the community. While the squadron may receive a replacement, in communities undergoing transition to a new airframe, or nearing the end of an old one, likely will not.

It is easy to overlook the material impacts of lesser classes of mishaps, but it would be a mistake to do so. In FY15 the Marine Corps had ten Class B aviation mishaps. While the dollar cost was relatively modest (see Table 1) compared to a Class A mishap, the impact to readiness was massive. On average, the aircraft involved were unable to fly for six months, with some remaining unavailable as long as nineteen months. In total, the Marine Corps lost almost five years of aircraft availability to Class B mishaps in FY15. This translates to 3.7 aircraft that are unavailable every day due to Class B mishaps.

And what about Class C mishaps? These relatively minor events are seldom discussed in depth, and may not receive the full investigative effort of a more serious mishap. The impact to readiness, however, is still quite significant (see Table 2). In the last eighteen months, the Marine Corps lost nearly eleven years of aircraft availability to Class C mishaps! The average aircraft requires fifty-five days of work before its next flight. In more extreme cases, the aircraft is unavailable for fifteen months or more. This translates to 7.2 aircraft that are unavailable every day due to Class C mishaps.

Simply put, the Marine Corps cannot afford to pay the readiness bill for Class B and C mishaps. Given the existing readiness challenges required to maintain legacy platforms nearing (or exceeding) their planned service life, complex transitions to new platforms that require significant training and maintenance effort, reduction in flight hours funding, and steady global demand for Marine Aviation, we do not have enough flyable aircraft to achieve the levels of readiness our global commitments require. Committing ourselves to reducing these preventable "minor" mishaps will have a major impact on readiness.





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Spring 2016 Mishap Summary

The Mishaps below occurred throughout the USMC from 1 January to 12 May 2016, causing serious injury or death to Marines, and/or damage to equipment.

14 January 2016. Two CH-53 helicopters crashed during a training flight. Twelve crewmembers were declared deceased.

24 January 2016. SNM remains on life support with no brain activity upon drinking alcohol and being found unresponsive by fellow Marines at an off-base residence while off-duty.

27 January 2016. SNM sustained broken ribs and a spinal cord injury from a head-on motorcycle accident while off-duty that resulted in paralysis below upper chest.

6 February 2016. While on leave, SNM suffered a severe closed head injury resulting from a single motorcycle accident and was recently removed from life support.

26 February 2016. While on leave, an SNM's PMV struck a tractor trailer from behind on the interstate and was pronounced deceased at the scene of the accident. Alcohol was involved.

29 February 2016. During a sustainment jump, a parachuting mishap occurred in which the SNM incurred life-altering injuries, including to his neck and paralysis in both legs.

1 March 2016. Upon losing control of a motorcycle and crashing into a fence, an SNM was declared dead after being transported to a local hospital.

5 March 2016. SNM succumbed after drinking alcohol on a fishing boat that overturned. He drowned while attempting to swim to shore.

8 March 2016. While preparing for take-off, the AV-8B's engine exploded, resulting in no significant injuries.

15 March 2016. SNM sustained fatal injuries in a single motorcycle accident.

14 April 2016. Following individual physical training, a SNM was declared deceased after being found unresponsive.

25 April 2016. As a result of a collision with a seven-ton vehicle, a civilian operator of a motorcycle succumbed to injuries.

2 May 2016. SNM died in a single motor vehicle accident while off-duty.

6 May 2016. An AV-8B experienced an engine malfunction and crashed about four miles east of its destination. The pilot ejected, was recovered and suffered no injuries; however the aircraft is a total loss.

8 May 2016. While off-duty, two Sailors were killed from injuries sustained from a motorcycle accident.

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